

The President's Management Agenda (PMA)

In FY 2002, President Bush sent to the Congress a bold strategy for improving the management and performance of the Federal government – the President's Management Agenda (PMA). This Report focused on fourteen areas of improvement that addressed the most apparent deficiencies where the opportunity to improve performance was the greatest. There are five government-wide initiatives: the Strategic Management of Human Capital; Expanded E-Government; Competitive Sourcing; Improved Financial Performance; and Budget and Performance Integration. The remaining nine program initiatives are agency-specific.

Since that time, the Office of Management and Budget has rated the Departments (to include Department of Defense) on their status and progress in these areas every quarter. In October 2003, the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) tasked the Services and defense agencies to report quarterly on their progress in the implementation the President's Management Agenda in the five government-wide initiatives. This Appendix is the Army's submission for the Strategic Management of Human Capital initiative for 2d Quarter FY 04.

PMA Scorecard Cascade
(Service/Agency Chart)
Strategic Management of Human Capital

OMB Criteria for Green	DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
<ul style="list-style-type: none"> Human capital strategies are linked to agency mission and goals. To be green in status, a comprehensive Human Capital Plan has been implemented, results analyzed, and integrated into the decision-making processes to drive continuous improvement. 	<p>The DoD FY2004 strategic performance measures were developed with the DoD Components and the implementation of these measures will be evaluated every quarter during the fiscal year. The Department strives to complete 90% of the identified performance measures during FY 2004.</p>	<p>In support of OSD goals, the Army will lead the way in developing a systematic civilian personnel planning and forecasting system to achieve the civilian work force necessary to support the Army's mission. OSD currently is considering Army's work for broader use.</p>	<p>Integrate civilian workforce issues into Joint, DoD, Army strategic planning efforts. Participate in Total Army Analysis; support Army planning efforts to forecast and achieve the Civilian Future Force (CFF) based on future missions. Develop a CHR strategic plan fully cascaded with the OASA (M&RA)/Army G1 and OSD strategic plans. Synchronize revisions to strategic plan with budget and legislative cycles.</p>	<p>Civilian strategies and workforce are addressed in Army Strategic Planning Guidance and in the Total Army Analysis process. During this quarter, Army has finalized the revision of the CHR Strategic Plan. A major goal of the revision was to link directly to the new DoD Plan. It includes performance metrics to track and analyze data and integrate into decision-making. An Army G-1 Strategic Plan has also been developed and incorporates both military and civilian human resources planning. Informed Major Army Commands (MACOM) of the need to align their Human Resources Strategic Plans with the Army Strategic Plan.</p>

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<ul style="list-style-type: none"> Organization is restructured as appropriate to provide optimal service at lowest cost and respond to changing business needs; strategies include redeployment, layering, competitive sourcing, and E-Gov. To be green in status, analysis and optimization, from service and cost perspectives, must be accomplished and a process in place to address future changes in business needs. 	DoD restructuring plan will be updated in December 2003 and June 2004 providing information on the actions undertaken in the Defense Components to improve the support to the DoD mission through efficient organizational operations. Items in the DoD Strategic Plan for FY 2004 that relate to organization structure and efficiency of operation will be completed.	In support of OMB and DoD goals, the Army will use systematic planning and restructuring that achieves the civilian workforce to support the DoD mission.	Develop and implement a change management strategy, to include marketing the strategy. Provide information/data to best define and/or defend privatization direction, and promote the CHR role in competitive sourcing. Develop legislation, policy, and programs to support Army Transformation and NSPS proposal. Simplify and standardize where possible.	Realignment of Installation Management, Information Technology, and Contracting organizations/functions into centralized, focused structures is complete. Human Resource Command (HRC) was established 2 Oct 03 and consolidates military personnel services for active and reserve personnel. Civilian Human Resources Agency will merge into HRC in FY 06. VERA/VSIP planned for HQDA Activities in the NCR to assist HQDA Activities in meeting workforce restructuring goals. NSPS implementation cell established to work issues involved with implementation of NSPS within Army. Assistant G-1 personnel staff are also actively involved with supporting DoD via various NSPS work groups.

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Continuity of leadership and knowledge is assured through succession planning and professional development. To be green in status, succession strategies, including structured executive development programs, result in a leadership pool available and continuously updated to achieve results.	New initiatives for FY2004 include the development and fielding of the Defense Business Fellows Program and the revitalization of the Defense Leadership and Development Program (DLAMP) after a significant Congressional budget reduction in FY 2003. Approval of DLAMP as a Candidate Development Program will be sought to assist in succession planning.	Through Leader training and development, build a bench of leaders at all echelons of management who think strategically and innovatively -- leaders who are self-aware and adaptive and who operate seamlessly in joint (i.e., intra-agency and interagency) environments.	Identify and develop enabling legislation, policy, programs, a marketing plan and strategies to improve acquisition and management of civilian work force and comply with the Human Resource Integrated Process Team Decisions. Plan for the next generation of civilian leaders, and create an organization to centrally manage and develop those Army Civilian Leaders. Strategically manage a cadre of Army civilian leaders to meet the Army's needs and allow for continuity of operations in an emergency. AG-1 (CPP) will be POC for Army DLAMP Program and will solicit candidates for the program as funding from OSD permits.	Have obtained concept approval from the Assistant Secretary of the Army (M&RA) to establish the Senior Army Workforce (SAW) Program. The SAW will focus on developing and assigning civilian leaders to fill critical positions across the Army much like active duty military officers are developed and assigned. The SAW Program will support CSA Focus Area "The Bench" by preparing civilian bench of employees to assume key leadership positions as the Army continues to transform. The SAW Management Office will be established to develop policies and procedures to centrally manage civilian employees in the SAW Program.

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<ul style="list-style-type: none"> Performance appraisals for SES and managers link to agency mission and are cascaded appropriately throughout more than 60% of the agency. To be green in status, the plans for SES and managers effectively differentiate between various levels of performance, and provide consequences based on performance. 	Guidance will be published to reaffirm the policy issued in FY 2003 that performance standards must include a tie to strategic planning and the President's Management Agenda. The development and implementation of the National Security Personnel System will include a new performance management system that ties individual performance to support of the organization's mission.	Performance appraisal plans for 60% of agency SES positions will link to agency mission, goals and outcomes, effectively differentiate between various levels of performance and provide consequences based on performance.	Senior Executive Service performance standards are being tailored to reflect agency mission, goals and outcomes. Success is defined as personal accomplishment supporting desired agency outcomes.	In December 2002, Secretary of the Army White sent out a memorandum directing that SES performance plans incorporate specific actions necessary to accomplish the Government-wide initiatives that directly impact their respective mission or organizational strategic plan. The Army is making performance objectives that are tied to staff goals and outcomes part of individual performance standards as new employee rating periods begin. Working to create a tracking system for reporting on linkage of SES performance objectives to agency mission/strategic plan.

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<ul style="list-style-type: none"> Workforce is diverse, including mission critical occupations and leadership; agency consistently measures and works to sustain diversity. To be green in status, DoD must demonstrate a reduction of under representation, particularly in mission-critical occupations and leadership ranks, and establish processes to sustain diversity. 	Recruitment of women and minorities will receive top level support through the Recruitment on Campus and Defense Business Fellows programs. Additionally, Defense Components will be asked to work on the diversity of their workforce through their respective recruitment initiatives. DLAMP will be reviewed to ensure that it sustains its higher than normal DoD population of women and minorities in the GS-13 through GS-15 levels.	The Army's goals fully comply with OMB and DoD goals to achieve a diverse civilian force and a work environment that promotes individual respect and encourages collaboration through sharing of different views and prospective to improve effectiveness and quality.	Continue Minority Outreach by representing the Army at targeted minority institutions, conferences, conventions, career days, and job fairs to market the Army's career intern program.	Participated in minority college and university career fairs and diversity-related conferences in order to educate college students and conference participants about employment opportunities within Army. Developing a strategic recruitment concept plan that includes a comprehensive outreach plan to improve diversity in underrepresented areas.

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<ul style="list-style-type: none"> Current and future skill gaps in mission critical occupations are identified and reduced. To be green in status, DoD must significantly reduce skill gaps in mission critical occupations and competencies and integrate competitive sourcing and e-Gov into gap reduction strategy. 	<p>Iraqi reconstruction is a top priority of this Department and the Human Resources community will fill key positions to assist in the redevelopment of this country. The HR community will also work with its military personnel counterparts in the analysis of military positions that can be converted to civilian positions. The Components will continue their efforts to reduce skills gaps on key occupations to support the Department's mission.</p>	<p>Civilian Human Resources Community will aggressively work to forecast future skill gaps and recruit a quality workforce to ensure that the Army will have the optimal skill mix to accomplish its mission, now and in the future.</p>	<p>Develop a plan to track workforce retention in greater detail in order to better forecast recruitment needs. Predict workforce trends based on skills. Institute proactive recruitment, to include advance information to applicants and recruiters, and use special studies, marketing and new staffing programs and procedures to recruit quality personnel to fill current/anticipated gaps. The HR community will also work with its military personnel counterparts in the analysis of military positions that can be converted to civilian positions.</p>	<p>Prototyped for one MACOM a Revitalization Plan forecasting new-hire needs by occupational series, MSC/installation, and when they are needed. Developing a strategic recruitment concept plan to reduce skills gaps while maintaining diversity of the workforce. The Office of the Asst G-1 is currently evaluating the feasibility, validity, benefit, and potential policy impacts of adopting a competency based assessment system. The value of competency-based systems in private industry has been widely publicized, however, the current state of the art in the arena of competencies and their assessment for use in government requires significant evaluation and warrants caution before decisions are made on switching assessment systems.</p>

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<ul style="list-style-type: none"> Human capital program is guided by measurable outcomes. To be green in status, outcome measures are used to make Human Capital decisions, demonstrate results, make key program and budget decisions, and drive continuous improvement in the Agency. 	Key Human Resources boards will be an integral part of the management planning process. Items in the DoD Strategic Plan performance measures for FY 2004 that compliment this process will be accomplished.	Maintain a CHR Program that is guided by measurable objectives.	Track current Civilian time to fill; current DA Civilian attitude survey results; current rate of turnover/replacement in Civilian workforce; current and projected separation rates by tenure.	Civilian time to fill; rate of turnover/replacement in Civilian workforce; and separation rates by tenure are updated quarterly in the G-1 balanced scorecard. Similar measures are found in some MACOM scorecards. Use Civilian Productivity (CIVPRO) reports and customer satisfaction surveys for timely identification of problem areas and target areas for improvement. Results of the latest bi-annual survey will be provided to all commands/installations in March 2004.